

San Francisco Health Service System

Strategic Plan

2020 – 2022



SAN FRANCISCO
HEALTH SERVICE SYSTEM

Strategic Planning Process Update to Health Service Board

January 13, 2021

Agenda

- *Formative Perspectives*
- *Strategic Planning Process Overview*
- *Timeline Development Milestones*
- *Tactical Approach: SFHSS Project Portfolio Management*
- *Next Steps Refresh Activities*

Presentation Aim

- *Provide overview of strategy implementation since the endorsement of the 2020-2022 plan*
- *Seek ongoing collaborative input for the 2023-2025 planning process*

Formative Strategic Plan Perspectives

Past

- ▶ Boom in tech-based point solutions & wearables
- ▶ Health care reform
- ▶ Managing costs
 - ▶ Premiums
 - ▶ High-cost claimants
 - ▶ Chronic conditions
 - ▶ Surprise billing
- ▶ Navigation
- ▶ Focal Area
 - ▶ MSK
 - ▶ Opioids
 - ▶ Maternity
 - ▶ Infertility
- ▶ Carrier/provider consolidation – vertical and horizontal
- ▶ Desire to integrate Well-Being

Present

- ▶ Pandemic
 - ▶ Great Resignation
 - ▶ Retirement of Providers
- ▶ Accelerated growth virtual care
 - ▶ point solutions
 - ▶ network providers
- ▶ Population Health & Equity
 - ▶ Awareness and education
- ▶ Transparency regulations
 - ▶ Awareness and education
- ▶ ACO Evaluation
 - ▶ Cost, quality, value
- ▶ Well-Being integrated
 - ▶ Mental Health
 - ▶ Emotional Well-Being

Future

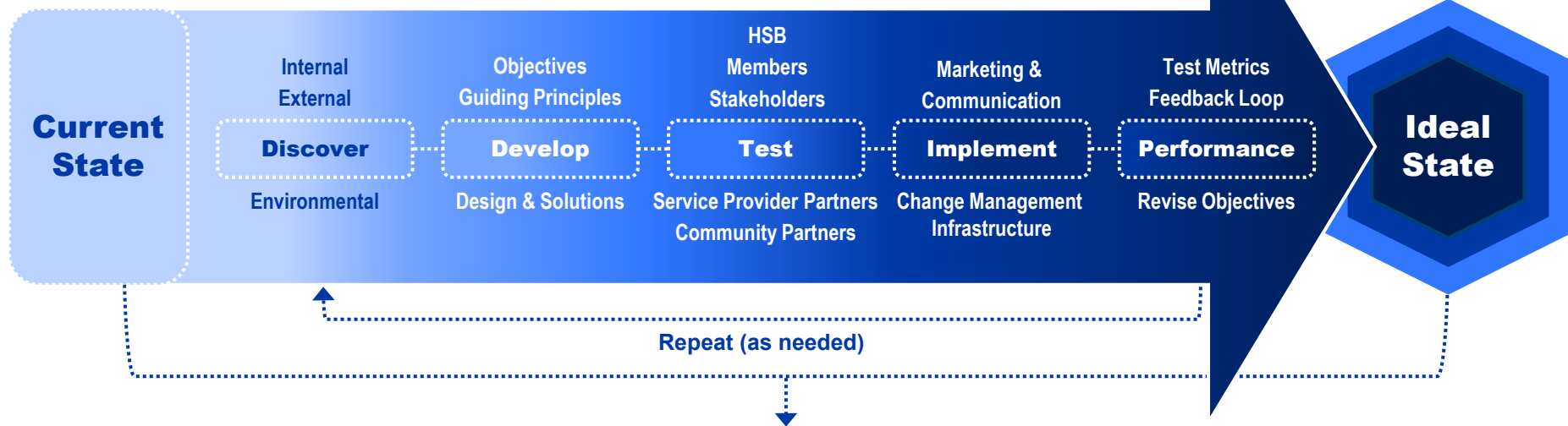
- ▶ Connecting strategic tactics to measurements of success
 - ▶ Organizational Excellence
 - ▶ Population Health & Equity
- ▶ LEAN Health Methodologies
 - ▶ Continuous Quality Improvement
- ▶ Transparency regulations
 - ▶ Pricing data to guide rates
 - ▶ Advocate for compliance
- ▶ ACO Evaluation
 - ▶ Improve plan design, quality care
- ▶ Focal Area
 - ▶ Gerontology & Agism
 - ▶ Mental Health
 - ▶ Population Health & Equity
 - ▶ Care Management
- ▶ Engagement within sphere of influence

Overview of Strategic Planning Process

Engagement



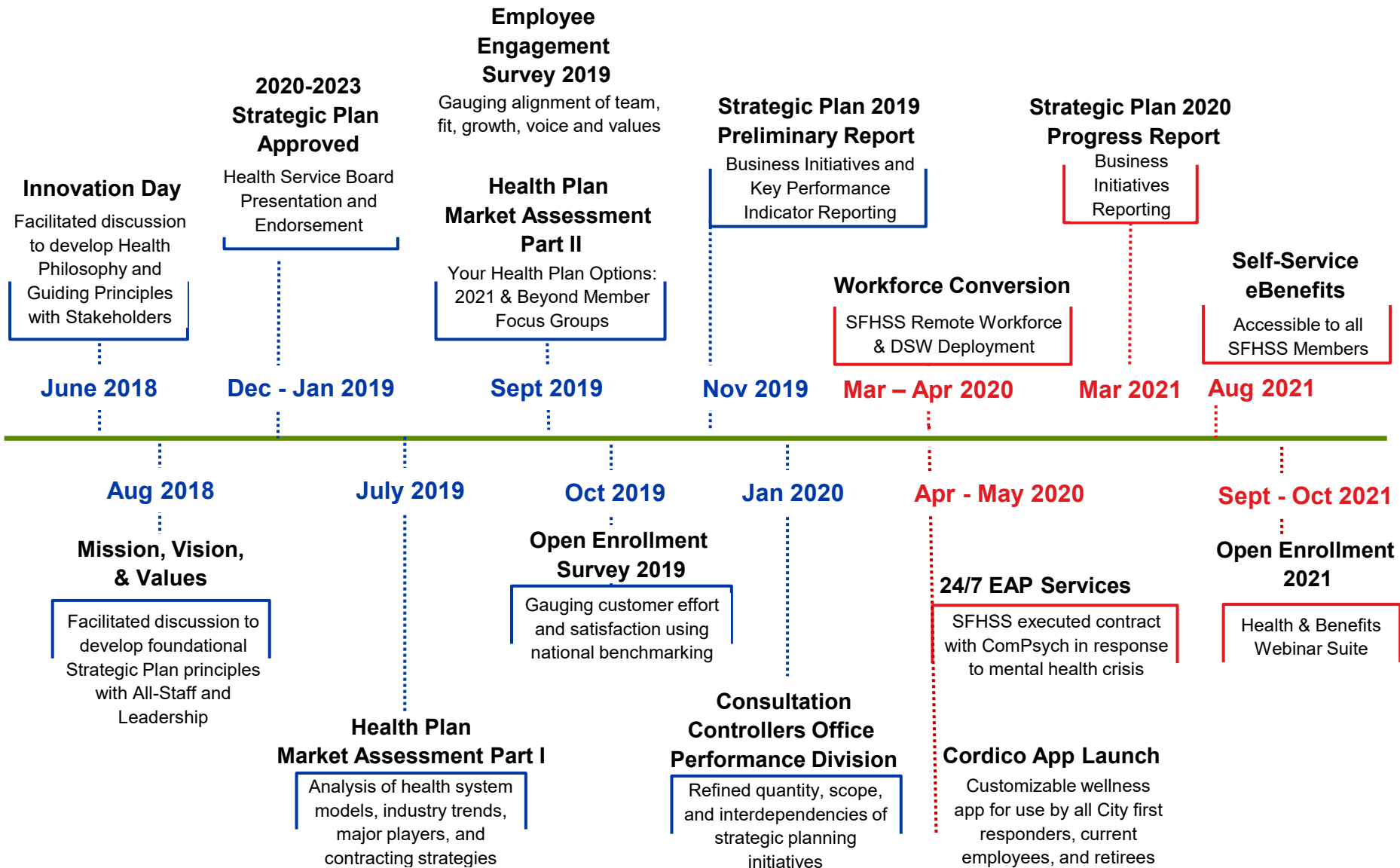
Ecosystem



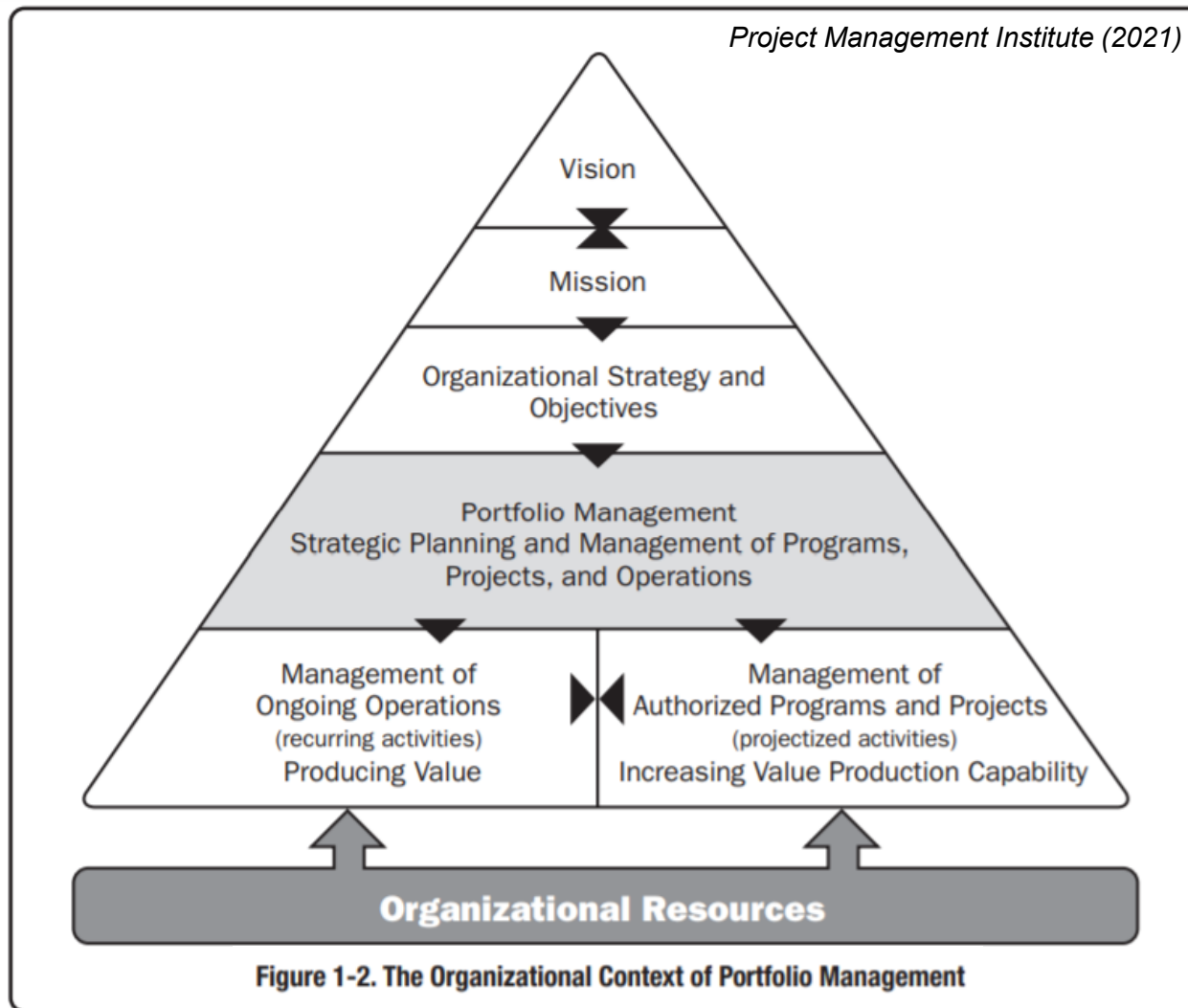
“Promoting health and well-being and preventing disease are linked efforts that encompass physical, mental and social health dimensions”

Healthy People 2030

SFHSS Strategic Planning Development Milestones



Tactical Approach: SFHSS Project Portfolio Management



Next Steps: Strategic Plan Refresh Activities

- Proposed Strategic Planning Kick-Off Meeting – April 2022: Bring together HSB, SFHSS, Employers, Retirees, Department of Human Resources, Controller’s Office, SFHSS’ vendor partners, and Aon experts for a full day of information sharing
- Key objective of the day is to identify important changes in our circumstances and knowledge that SFHSS can use to refresh our strategy and keep it relevant.
 - Bring together broad set of thinkers and perspectives to help shape current and future programs and services to best meet the needs of population it serves
- Pre & Post Refresh Exercises will be hosted with SFHSS Leadership and All-Staff to reflect on the current and future state of Strategic Goals, Objectives and Guiding Principles: March & May 2022
 - Key objectives include: 1) building consensus around an implementation framework for decision making, changes, modifications, additions etc., 2) Connecting operational strategy to tactics with metrics / measurements of success
- Existing active and retiree member engagement data from focus groups and surveys will be analyzed to determine whether new data or key touchpoints are needed to inform future contracts, programs, or communications
- Draft Preliminary Strategic Plan: June 2022
- Present 2023-2025 Strategic Plan to Health Service Board: July 2022